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**Office Memorandum • UNITED STATES GOVERNMENT**

TO : Assistant Director (Personnel)  
Room 115, North Building

FROM : Recorder, Efficiency Awards Committee

SUBJECT: Meeting of Efficiency Awards Committee

DATE: 19 September 1951

1. Confirming our recent conversation, the Efficiency Awards Committee will meet on Wednesday, 26 September 1951, at 10:00 a.m. in Room 115, North Building.

2. Nine suggestions and one superior accomplishment recommendation are summarized below. You may care to bring this memorandum to the meeting for convenient reference.

Suggestions

## a. Names (Joint Suggestion)

25X1A

[REDACTED]  
Intelligence Officer, GS-14  
Office of Research and Reports  
Office of Assistant Director

*Disapproved  
by Committee*

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[REDACTED]  
Intelligence Officer, GS-13  
Office of Research and Reports  
Office of Assistant Director

## (1) Synopsis of suggestion:

Incorporate in a single design the properties of a standard desk and a safe. According to the suggesters, this would (a) increase security, (b) measurably conserve materials, (c) reduce procurement costs, (d) save space, (e) decrease floor load, (f) facilitate the movement of office furniture.

Since procurement and present inventory problems probably would preclude immediate purchase of new "desk-safe" combinations, suggesters recommend that present desk equipment be converted by substituting two-drawer safes for present desk drawers.

Following sketches were submitted to illustrate how present units could be converted to "safe-desks":

(a) Standard "safe-desk"

(b) Secretarial "safe-desk"

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(c) Modified safe and desk combination

(d) Alternative uses

The suggesters point out that:

- (a) Unlocked drawers in present desks are useless and constitute a safety hazard if used.
- (b) Safes and desks, as separate units, overtax floor loads and hamper efficient office arrangements.
- (c) Adjustable units suggested could be disassembled for movement through narrow passages.
- (d) Unassembled units take less storage space.

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(2) Evaluation of Acting Advisor for Management,

Subject suggestion is considered unfavorably because:

- Requirements for files and desks often do not parallel each other.
- Adoption of proposal would tend to decentralize filing. This is inconsistent with security and efficiency standards.
- Cost would be excessive. Two (2) two-drawer safes plus expense of adapting them to desk use would cost approximately \$360.00. Contrariwise, cost of one (1) four-drawer safe plus a sixty-inch flat top desk amounts to \$305.00.
- Adoption of suggestion would necessitate purchase of two-drawer cabinets and salvaging four-drawer cabinets.
- Previous investigation has revealed that use of sixty-inch flat top desks instead of executive desks is not sufficiently economical.

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✓ b. Name:

Clerk, GS-5  
Office of Scientific Intelligence  
Chemistry Division

*Award of \$20.00  
approved by  
Committee*

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(1) Synopsis of suggestion:

System for expediting mail within the Chemistry Division.

Information Control Clerk (Chemistry Division) maintains for each analyst six brightly striped envelopes, each labeled with the analyst's name and the day of the week. Each morning's mail for the analysts is placed in appropriate envelopes (by day and name of analyst) and delivered to analysts. Subsequent mail delivery is taken to analysts' desks and placed in their envelopes.

At end of day, the Information Control Clerk collects all envelopes, examines each for unprocessed material, and places any unprocessed material in particular analyst's "next day" envelope.

25X1A Thus each analyst retains a document no longer than 24 hours. This "facilitates availability of intelligence material to the users", according to [REDACTED] Chief, Information Control Section, OSI.

This system, adopted by Chemistry Division in November, 1950, allegedly eliminates "burying" of documents.

(2) Evaluation of Assistant Director, SI:

Estimate 15 man-hours per month saved, since document "tracking down" is no longer necessary.

25X1A (3) Evaluation and comment of [REDACTED] Chief, Information Control Section, OSI:

Estimate of man-hours is conservative.

25X1A This suggestion has resulted in a work improvement over and above [REDACTED] normal position requirements. [REDACTED] reports that she recommended adoption of [REDACTED] suggestion by all OSI Divisions in "OSI Pending Operating Procedures".

25X1A (4) Evaluation of [REDACTED]

Idea not new; modifications found throughout Government. Probably facilitates effort of Chemistry Division (only five analysts involved).

In larger operations, cost of folders; storage space; time required to collect, identify, and place mail therein each day would probably counter-balance gains obtained.

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(5) Recommendation of [REDACTED]

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Extend an award for the gains obtained within Chemistry Division, OSI.

## (6) Initial Committee action:

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[REDACTED] suggestion was received by the Committee on 4 May 1951. At this meeting of Chemistry Division, OSI, concurred in [REDACTED] recommendation that [REDACTED] suggestion be adopted by all OSI Divisions.

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Inasmuch as only one division (Chemistry) was then using this suggestion, Committee deferred action to allow time for other OSI Divisions to adopt (or reject) suggestion.

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Recorder, as directed by Committee, forwarded letter to [REDACTED] explaining reason for deferring action and promising appropriate Committee action later.

## (7) Subsequent report by [REDACTED]

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[REDACTED] asked the Recorder to follow-up on [REDACTED] suggestion with [REDACTED] Administrative Officer, OSI. Purpose of follow-up was to determine whether other divisions in OSI had adopted this suggestion. Last month [REDACTED] reported that Chemistry Division, OSI, apparently will be the exclusive user of [REDACTED] suggestion.

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c. Name: [REDACTED]

Placement Officer, GS-14,  
Personnel Office  
Personnel Procurement Division

## (1) Synopsis of suggestion:

That consideration be given to providing tables instead of desks for the great majority of CIA employees.

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[REDACTED] stated that he believed adoption of this suggestion would result in:

(a) Fewer security violations. Since a table has only one or two drawers, while a desk has several drawers, use of tables would decrease likelihood of material being left unsecured.

(b) Substantial savings. It is assumed that tables are less expensive.

## (2) Comment of Advisor for Management:

Recommend submission to Committee without comment.

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*Final action not taken.*

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d. Name: [REDACTED]

Placement Officer, GS-14  
Personnel Office  
Personnel Procurement Division

*Disapproved by  
Committee*

(1) Synopsis of suggestion:

That consideration be given to printing that part of Form No. 33-12, Travel Voucher, entitled "Schedule of Expenses and Itinerary of Traveler" on both sides of paper so it can be used as a continuation sheet to Form No. 33-12.

According to the suggester, it is necessary to use several pages of "Schedule of Expenses and Itinerary of Traveler", thus using several Forms 33-12 (on one side only) in making up a single travel voucher. This suggestion allegedly would result in decreased costs of stocking Travel Voucher forms.

(2) Comment of Advisor for Management:

[REDACTED] suggestion was referred to both the overt and covert Finance Officers for evaluation. According to above-named officials, few travel vouchers require additional space for itinerary or remarks. Consequently, another printed form or expansion of present form apparently is not needed.

Comptroller's office indicated that plain, white paper, with typed heading, can be used when more space is required.

In view of above and overall cost of printing and stocking additional blank forms, the Management Analysis Office recommends that the suggestion be submitted to the Suggestion Committee but not favorably considered by the Advisor for Management.

Management Analysis Office, however, is reviewing Agency Regulations to find out whether information regarding extra sheets on standard white paper is contained therein. If not, appropriate action will be taken.

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e. Name: [REDACTED]

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Chief, [REDACTED] GS-15  
(Intelligence Officer)  
Office of Operations  
Contact Division

(1) Synopsis of suggestion:

That savings could be effected if office supplies were shipped in corrugated paper boxes, either new or second-hand. If necessary, these cases could be

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*Disapproved  
for award.*

*Letter of Commem-  
oration directed  
by committee.*

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strapped.

The suggester, to emphasize the need for adopting another type of shipping case, described a shipment of stationery received on 9 August. It was unpacked, he related, with great difficulty because of the heavy cases and lack of proper tools. The five packing cases were made of boards, 13/16" in thickness, with ends double braced with boards, and strapped with steel strapping stapled to the cases. Inside each case was a corrugated paper box covered by waterproof material.

According to the suggester, the estimated cost of these cases is \$48.60.

(2) Observations of Deputy Assistant Director for Operations, who forwarded this suggestion to the Personnel Director:

In February 1949, complaints were received that shipments of office supplies were received in Field Offices in damaged condition, due to improper packaging. In view of these complaints, the Services Officer advised that, "Future parcel post shipments will be padded four ways with corrugated paper, sealed and wrapped in heavy kraft paper or packed in corrugated boxes."

In a survey by the Management Officer and the Budget Officer (27 March and 4 April 1950), it was noted that, "The waterproofing and overseas type packaging appears to be needless, costly, and unwarranted for materials shipped to [REDACTED] Offices."

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It would appear that the extremely secure packaging now practiced is not warranted, and that packaging along the lines proposed by [REDACTED] in the attached suggestion would be adequate and consistent with the plans of the Services Officer as conveyed to this office on 21 March 1949.

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(3) Evaluation of Deputy Advisor for Management, [REDACTED]

Attached suggestion is not favorably considered because:

- Any GS-15 employee is expected to continually submit suggestions for improvement of any Agency defect.

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- As Chief of [REDACTED] Contact Office, employee was directly involved in packaging problems and did not necessarily go out of his way to perform the research required for this suggestion.

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- As a corollary issue, it might be well to consider procuring stationery stocks for [REDACTED] 25X1A  
[REDACTED] Offices locally instead of from Washington headquarters.

- Except in rarest instances, shipments could be sent by freight instead of parcel post.

f. Name: [REDACTED]

Administrative Assistant, GS-7  
Procurement Office

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(1) Synopsis of suggestion:

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According to New CIA Shuttle Schedule, bus servicing [REDACTED], Alcott Hall, Quarters Eye, and "L" Building, starts the run at [REDACTED]. Suggester recommends that first pick-up at 8:28 a.m. be at "L" Building instead of [REDACTED]. This would be of great assistance to the employees whose public transportation terminates at "L" Building. The distance from the Virginia bus stop at "L" Building to [REDACTED] Alcott Hall, and Quarters Eye is considerable.

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(2) Comment of Deputy Advisor for Management, [REDACTED]

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It is believed that the end result suggested is worthy of consideration. Matters to be considered, however, are:

- Whether quantity of transportation necessary will be available at the desired time.
- Seating capacity of buses is limited to fifteen persons.
- Suggest further study by [REDACTED], Administrative Services Office.

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(3) Comment of [REDACTED], Administrative Services Office:

Must give a negative reply to this suggestion because:

- We are prohibited by law from furnishing such transportation for convenience of employees.
- If employed missed the shuttle or if shuttle did not arrive on time, he might claim lateness for work was due to Government transportation.
- Establishment of this service might set a precedent for similar requests.

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*Disapproved  
by Committee*

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g. Name: [REDACTED]

Secretary, GS-6  
Office of Policy Coordination  
Commercial Division

(1) Synopsis of suggestion:

Bulk of correspondence prepared in OSO and OPC requires the classification SECRET; therefore, suggest that onionskin sheets with this classification printed at top and bottom be made available to these two offices. This, according to suggester, would save time of typists who must stamp SECRET on each sheet, top and bottom, and would eliminate possibility of some copies "getting by" without the classification.

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(2) Comment of Acting Advisor for Management, [REDACTED]

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Subject suggestion is not viewed favorably because:

- Adoption would result in increased printing costs without assurance of positive personnel savings.
- Security risk involved is obvious. Under this plan, stenographer would prescribe security classification with likelihood of over and sometimes under classification.
- This suggestion has been considered unfavorably before.

h. Names (Joint Suggestion)

25X1A

[REDACTED]  
Intelligence Officer, GS-9  
Office of Policy Coordination  
Special Projects Division

25X1A

[REDACTED]  
Clerk-Typist, GS-3  
Office of Policy Coordination  
Special Projects Division

(1) Synopsis of suggestion:

Joint recommendation that "Per Diem Calculator", a device which may be used to calculate per diem quickly and accurately, be adopted. (Two working models, with directions thereon, were submitted with the suggestion.)

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In the opinion of the suggesters, use of their per diem calculator by travelers and travel clerks in CIA and other agencies would be beneficial because:

- Time-consuming instruction of travelers and travel clerks re calculation of per diem would be unnecessary.
- Initial calculation of per diem would be accurate, thus recalculation after audit would be unnecessary.
- Auditors would not have to prepare administrative audit difference statements based upon miscalculations of per diem.
- Errors due to miscalculation of per diem would practically disappear. Claims could be processed much more expeditiously, with a resultant rise in efficiency and morale.

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(2) Comment of Acting Advisor for Management, [REDACTED]

Suggestion was reviewed by Management Analysis Office and referred to Chief, Transportation Division, Administrative Services Office, and Chief, Audit Office, for consideration and opinion. Above-named officials reported that figuring per diem is a mental calculation - not considered expensive and time-consuming - and use of such a calculator would tend to slow up a well established and routine procedure.

Revision of currently published standardized Government Travel Regulations is not justifiable without assurance of savings.

In view of above and cost of constructing such a calculator, Management Analysis Office recommends that this joint suggestion be rejected.

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✓  
1. Name: [REDACTED]

Intelligence Officer, GS-13  
Office of Scientific Intelligence  
Physics Division

*To be deferred*

(1) Synopsis of suggestion:

That the Central Intelligence Agency adopt a form for employees' use in submitting suggestions. (Sample suggestion form submitted is just a guide and may be modified.)

The suggester noted that a regular form might

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stimulate employee suggestions, and, as a result, promote greater efficiency.

The suggested form provided for the following information:

- Personal data - name, etc.
- Organizational location of suggester
- Declaration concerning use by the United States
- Description of suggestion
- Record of processing
- Summary of award

(2) Comment by Advisor for Management:

Submit to Committee. Prior evaluation not required.

Superior Accomplishment

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✓ a. Name:

Administrative Assistant, GS-9  
Office of Operations

STATSPEC

(1) Recommendation:

25X1A [REDACTED] DAD/00, proposes in-grade salary increase of one step.

(2) Reference Cited:

CIA Regulation [REDACTED] 25X1A

(3) Synopsis of recommendation:

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[REDACTED] served as Administrative Assistant, since 5 July 1949.

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During the Fall of 1950, it was realized that the facilities housing the administrative control and maintenance activities of the motor pool [REDACTED] must be improved in order to provide satisfactory maintenance operations. At that time those activities were centered in a shack.

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[REDACTED] surveyed the situation and found that their first-class automobile mechanic had neither adequate tools nor a suitable work place; tire stock was

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left in the open; small tools were piled in a corner. 25X1A  
Under the circumstances, he realized that the 25X1A  
probably would not make the improvements 25X1A  
as expeditiously as desired. Consequently, personally set out to accomplish this mission (improvement of housing facilities at motor pool) quickly and cheaply. 25X1A

From the dump, 1/8" steel plates were procured.

Discarded concrete blocks were taken over. Other material was acquired, some through purchase and some through fortuitous circumstances. Three truckloads of ready-mixed concrete were obtained without cost through 25X1A  
ingenuity.

Under guidance, the masonry, carpentry, and electrical work was done by the 25X1A employees. The office building, adjoining the motor pool, was fitted with fluorescent lamps. Through alterations to this building, a dry closet for automotive parts, a storage room, and sleeping quarters for a chauffeur were provided.

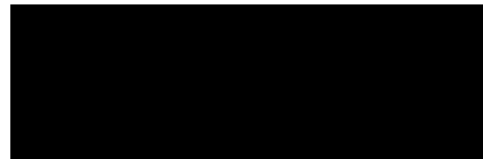
The total cost of this project to the 25X1A  
was \$885.00. Of this amount floodlights and cables used at the motor pool and valued at approximately \$200.00 were already on hand because of a change in the design of the lighting facilities. It is estimated that cost of constructing this building with native labor and materials procured 25X1A  
would have amounted to approximately \$5,000.00.

Since the development (and completion) of this project is considered to be an outstanding contribution and a service on part far above the requirements of his position as Administrative Assistant, it is requested that he be granted a step-increase in salary from \$4600.00 to \$4725.00 per annum. 25X1A

(4) Comment of Advisor for Management:

It is our opinion this case is worth Committee consideration - and the most deserving.

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